



# Managing Inter@ctively



Goddard Space Flight Center

Director's Colloquia Series

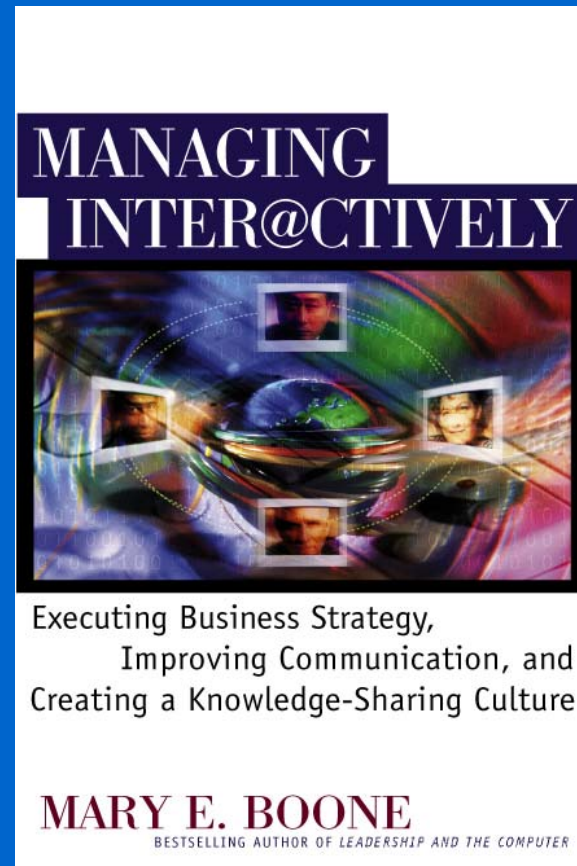
Mary E. Boone

May 7, 2002



# Managing Inter@ctively

- What does it mean?
  - A way to manage for Speed, Flexibility, Adaptability, Commitment...
  - ...In complex environments...
  - ...Using variety of tech/methods as leadership tools
  - Focus: *Communication*



# New Work, New Approaches

Huge changes in work, life, attitudes, global events over past 50 years impact how we manage and communicate.

Let's take a look...



## 50's and 60's

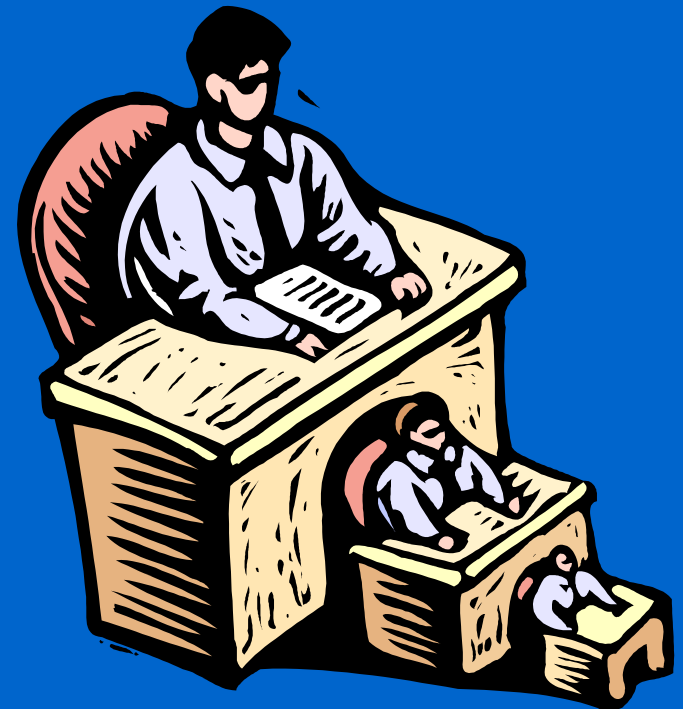
Long-term employment

Hierarchy, chain of command

Mechanistic view of org

“Org Man”(Ward Cleaver)

Change – mandated



## 70's and 80's

- Globalization (Intelsat)
- PCs first appear
- Vietnam ends
- Layoffs begin
- Temps, outsourcing, contractors
- “All in the Family” vs. Ward
- Change – consultants, consultants + team



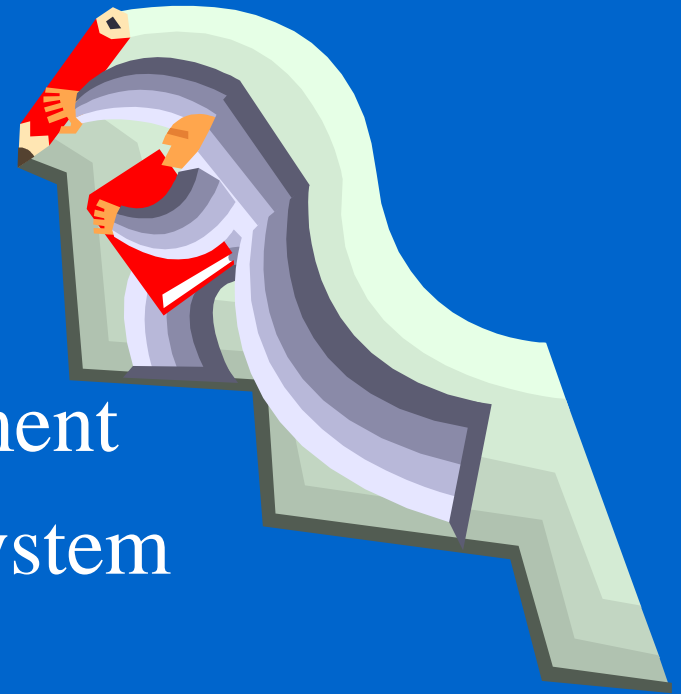
# Early 90's

- Reengineering (more layoffs)
- “Empowerment”
- Diverse workforce
- Berlin wall comes down
- PCs, Networks explode



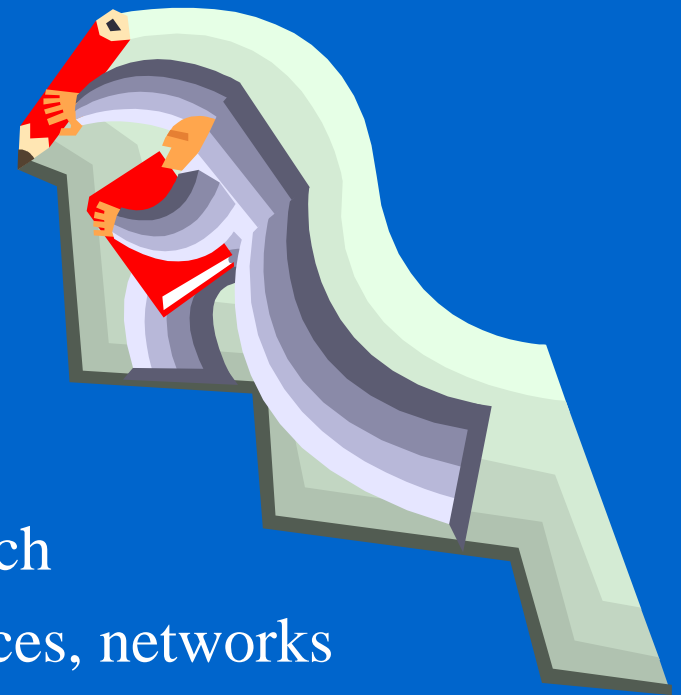
# Late 90's and Onward

- Loyalty contract shift
  - 33 million + free agents in North America
- Internet explodes
  - Tech for collaboration
- Alliances, b-webs
- Intellectual Capital movement
- Change? Engage whole system



# Late 90's and Onward

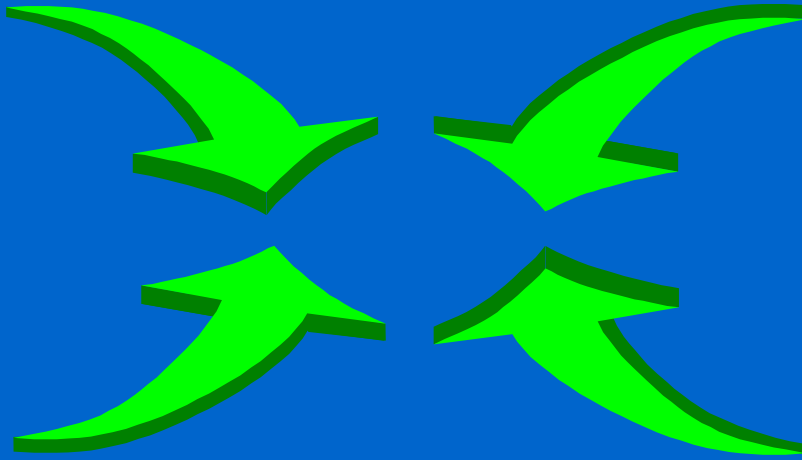
- Complexity/Chaos theory(Org as social system)
  - Organic vs. mechanistic
  - Complex vs. complicated
  - Emergence vs. control
  - Organic change approaches
- September 11, 2001
  - The General
  - #1: Don't over-rely on plans, tech
  - #2: Relationships matter: alliances, networks





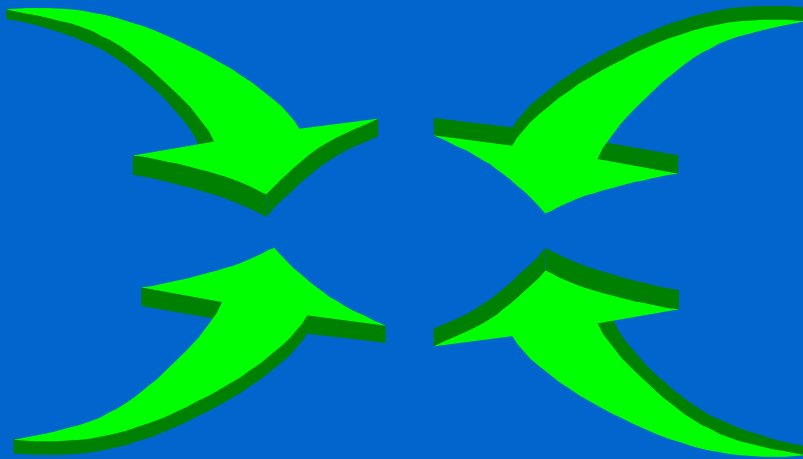
# Summary

- More complex orgs and environment
- Shift in attitudes toward work and authority
- Greater focus on intellectual and human assets
- Flood of technology



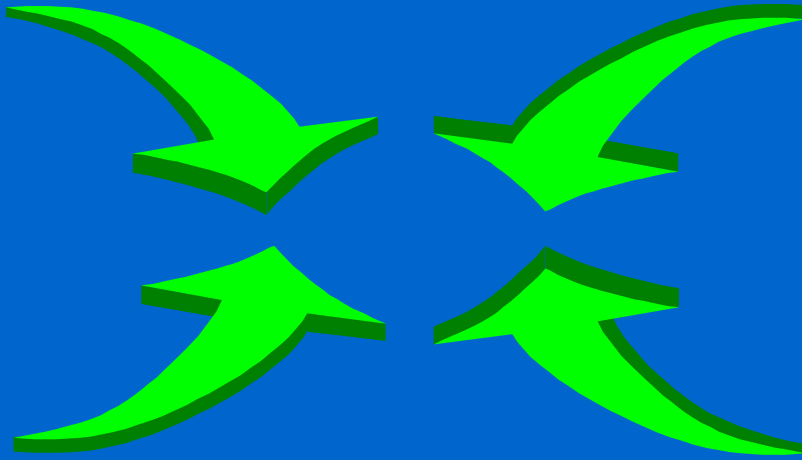
# Some Implications

- “Relationships”:  
Customers, employees,  
etc. have more power,  
competitors as partners
- “Manage” people who  
don’t report to you:  
complex network of  
consultants,  
contractors, alliances
- Work is inc. complex
- Can’t manage like a  
“boss”

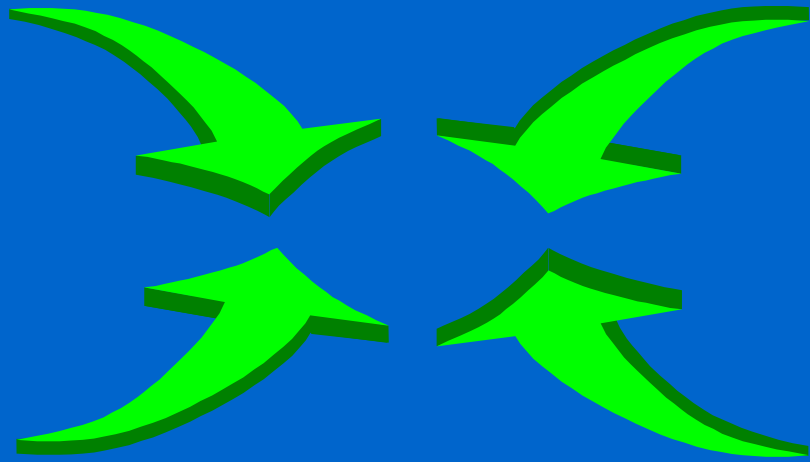


# Implications for Role of Leader

- Boss to leader to coach to facilitator
- *System* coordinates
- Enable smart networks
- Increase diversity/variety
- Pervasive intelligence through knowledge-sharing



# What does it take? COMMUNICATION



Communication must  
be...

Fast

Multi-directional

Clear

Candid

Inclusive

# Communication Challenges

- People know more (BS detectors recalibrated) – candor essential
- Expectations of involvement (pro & con)
- Listening and telling are harder – more noise
- Everyone's already an "expert"
- Cross-boundary communication
  - More constituencies
  - Reporting structures

# Why work interactively here?

- Org/interdisciplinary silos
- Overload, Complexity
- Virtual teams – Other NASA centers, academia, Fed agencies, contractors, Universities, International Partners...
- “Don’t Fail” attitude/candor & risk, creativity
- “One NASA” initiative
- Safety, Agility, Balance, Creativity, Dedication, Integrity, Respect, Teamwork
- Extremely mission driven

# Communication at 2 Levels

- Individual
- Organizational



# A Broadcast Model: Incomplete



- Broadcast not sufficient now
- Leader vs. system coordinates
- Buy-in/enrollment vs. ownership
- Tell & sell vs. ask & engage
- We already *told* them!



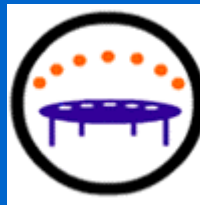
# Communication Approaches

- **Direct**
  - “Tell” up/down, strict reporting structures, silos
- **Reveal**
  - Need-to-know
  - Parental approach
- **Convince**
  - Get “buy-in”
  - Force compliance
- **CONNECT**
  - Lateral communication
- **INFORM**
  - Tailored, instant information
- **ENGAGE**
  - Ownership

# Connect



Make People  
and  
Knowledge  
Accessible



Design  
Environ



Get  
Over  
Yourself



Share  
Power



Rituals and  
Experiences

# Inform



Info available,  
useful, enticing

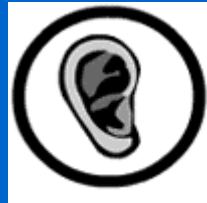


Stories to  
Share and Capture  
Knowledge



Resolve  
Conflicts in  
Actions and  
Words

# Engage



Listen to  
Your Whole  
Organization



Engage  
Across  
Boundaries

- 
- 
- 

# Tech to Connect, Inform & Engage



© 2002 Boone Associates

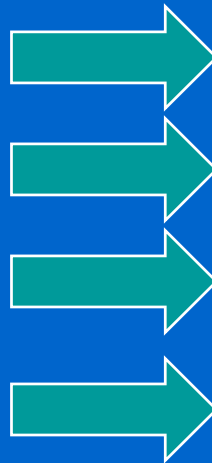
- 
- 
- 
- 
- 
- 
- 
-

# Technologies to CIE

- Web conferencing
- Expertise location
- Group decision support
- Online discussion groups
- Teleconferencing
- Virtual Reality

# Methods

- Create/share vision
- Share lessons learned
- Create alignment
- Effective personal communication



- Large group methods
- After Action Review
- Say-do analysis
- Coaching

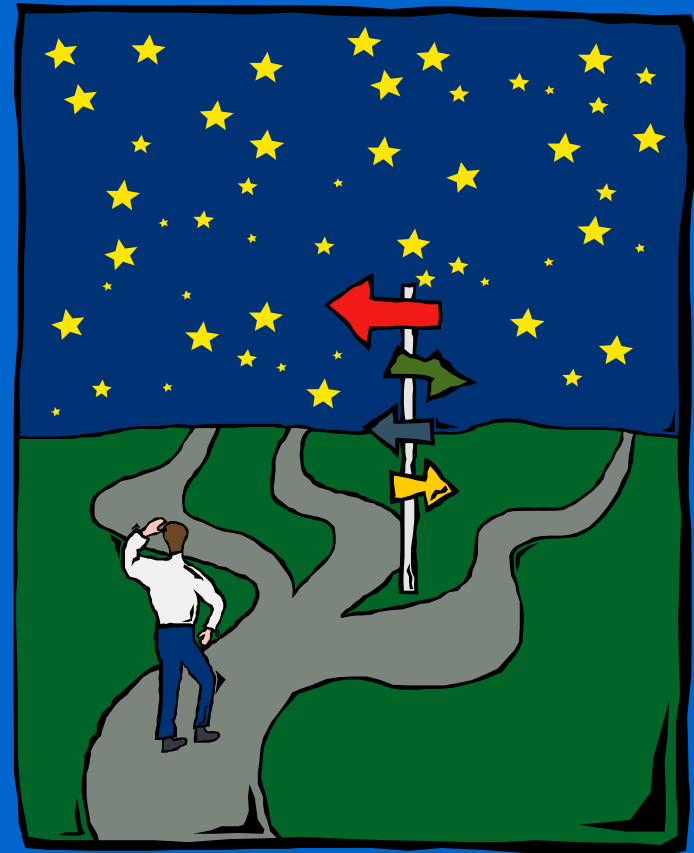
# A Results-driven Approach

- Mission
- Goals (Set Priorities)
- For top goal, list one of your related projects
- List stakeholders
- Current ways: connect, inform, engage
- New ways: connect, inform, engage?



# Where do you want to go?

Interactive comm. →  
Social capital →  
Trust →  
Speed & Effectiveness  
(e.g. airport,  
passwords)



# Q&A



# Where do you want to go?

$$Q \times O = R$$

$$O = C + I + E$$

Quality X Ownership = Results

Connect, Inform, Engage to  
*achieve mission and create  
ownership*

